

*Management Systems Corporation*



*One Story Street  
Cambridge 38, Massachusetts  
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October 8, 1965

Admiral William F. Raborn, Jr.  
The Director of Central  
Intelligence  
Washington, D.C. 20505

Dear Admiral:

It was really wonderful seeing you again and observing how well you have taken over in your new role as the Director of Central Intelligence. Dudley and I thoroughly enjoyed our discussion and luncheon with you Wednesday. Many thanks for your kind hospitality. We were most impressed both by the magnificent "plant" Mr. Dulles created for you and the loyalty your associates have developed for you in the very brief time you have been at the Central Intelligence Agency.

In view of your interest in strengthening your behavioral science capability, I mentioned our conversation to [redacted] I am sure you will want to talk with them soon. [redacted] has had a major research project underway for some time to "Monitor the state of mind" of people in several foreign countries, including Russia. He has been doing this by analyzing the content of material presented in the mass media of these countries. He also has some definite views on "motivation development" in countries such as Vietnam as a way out of the situation there. Some of these views will be contained in an article by him which will appear in the forthcoming issue of the [redacted] Business Review under the title, "Achievement Motivation Can Be Developed." Both [redacted] would be happy to contribute to your activities, if you are interested.

I have a thought or two in regard to the subject you mentioned as we were leaving your office concerning the elimination

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from your budget of those projects which are less critical in order to obtain funds for more important programs. As a result of the President's interest in the use of analytical techniques in programming and budgeting, we have been doing a great deal of work in the field of budget and financial management for the Navy. We also have recently met with representatives of the Bureau of the Budget and the Departments of Commerce and Health, Education, and Welfare to discuss the application of management sciences (including operations research, systems analysis, and cost effectiveness) as an aid in making decisions such as project selection and program funding levels. Some of these same techniques might prove useful in connection with your planning, programming and budgeting activities. If you are interested in having the possibilities explored, we have several men in Washington who would be delighted to meet with your associates at their convenience. As I am sure you know, we are eager to be of any help to you that we can both because of our very pleasant past association with you and because of the great importance of your present assignment.

Again, may I thank you for a most enjoyable luncheon conversation. With best personal regards, I am

Sincerely,



J. Sterling Livingston  
President

JSL/pmk



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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP					
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Remarks:					
<p>See DCI's note: "Please see me on this."</p> <p>Jack - alive. Tactically Livingston. He is coming down to see me next week maybe you and Bob B. would like to sit in. 1-3. Yes Please. JBR</p>					
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